



# COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

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**MICHAEL J. HENRY**  
DIRECTOR OF PERSONNEL

October 17, 2005

To: Each Supervisor

From: Michael J. Henry  
Director of Personnel

Subject: **HUMAN RESOURCES STATUS REPORT OF KING/DREW MEDICAL CENTER (KDMC)**

This is to provide an overall status on human resource efforts at KDMC as of October 13, 2005. Please keep in mind that this information changes daily; therefore, the information in this report is a snapshot in time.

## **DISCIPLINE**

Overall, since January 2004, we have taken disciplinary actions against 334 employees at KDMC. Of this number, 169 actions have resulted in discharges, releases or resignations. A total of 42 disciplinary actions have been taken against physicians and 32 physicians have been discharged or resigned.

Since our last report, we have closed 8 cases and have opened 5 additional cases. As a result, our open caseload is currently 65 (detailed summary information is contained in Attachments I and II).

There is 1 new physician case. The case involves a physician who is allegedly engaged in outside employment and an administrative investigation has been initiated.

Additionally, there are two new cases involving alleged misconduct by nursing personnel. One case involves a nurse who allegedly violated patient care standards and the other case involves a nurse with a possible criminal background.

## **RECRUITMENT**

As previously reported, Antionette Smith Epps has accepted the position of Chief Executive Officer, Martin Luther King, Jr./Drew Medical Center, effective October 17, 2005. Eligible registers are available for the new CEO to use in selecting the Chief Operations Officer (COO) and the Chief Nursing Officer (CNO). The COO and CNO recruitments are open and the search firms will continue in their efforts to recruit until candidates are appointed.

In the effort to fill critical vacancies covering all levels (administrative through non-medical classifications) the Department of Human Resources has focused its efforts on developing recruitment plans that contain multiple, targeted and audience-specific recruitment sources representing a variety of media and individual canvassing efforts. These efforts were necessary to meet the challenge of filling vacancies in light of a national shortage of health-care professionals and legislative mandates on nurse staffing ratios.

Other key positions at KDMC that have been filled include the three Clinical Nursing Directors (Psychiatry, Med Surgery/Critical Care, and Perioperative/Women Services), 1 Pharmacy Chief III and 3 Physician Department Chairs. In addition we hired a Medical Records Director III and a Manager III, Facilities Operations and Crafts. During the period January through August 2005 we have hired 66 nurses; however, during the same period 64 nurses have left KDMC for a total net hire of 2.

## **CLASSIFICATION**

The Department of Human Resources has assisted Navigant and DHS staff in multiple division reorganizations and assisted in review and preparation of 21 position descriptions and 3 class specifications for positions at KDMC. A salary survey for the Hospital Administrator II (UC) (Chief Executive Officer) was completed. A new organization structure was developed for the KDMC human resources division. In addition, health-industry based human resources performance measures were developed as part of the Work Plan.

## **TRAINING AND ORGANIZATION DEVELOPMENT**

The Department of Human Resources assumed temporary management of the KDMC human resources training unit, did a needs analysis with senior management staff at KDMC, provided numerous training programs and material to help fill the critical training needs gaps. A detailed listing of the accomplishments in this area is listed in Attachment IV.

**OTHER DEPARTMENT OF HUMAN RESOURCES ACTIONS TO SUPPORT THE  
DEPARTMENT OF HEALTH SERVICES**

A variety of other actions have been undertaken to support the Department of Health Services during this past year. These include the approved request to extend the probation period from six months to one year for 201 classes in the Department of Health Services; review of departmental policies such as criminal records and background investigations and KDMC specific policies related to attendance and health screening. In addition, personnel investigations were conducted on human resources issues as requested by the Department, OAAC, Auditor and other sources. Finally an audit review of personnel files was initiated for regulatory compliance.

If you have any questions, please call me.

MJH:STS  
PS:ck

**Attachments**

c: David E. Janssen  
Thomas L. Garthwaite, M.D.  
Ray Fortner  
Violet Varona-Lukens  
Fred Leaf  
Kae Robertson  
Hank Wells

**KDMC HUMAN RESOURCES/PERFORMANCE MANAGEMENT  
ADMINISTRATIVE ACTIONS STATUS REPORT - TABLE**

**Period: 01/26/04 - 10/13/05**

**Dated: 10/13/2005**

Closed Cases -	633
Open Cases -	65
Referred Cases -	14
Grand Total =	712

Attachment I

TYPE OF ADMINISTRATIVE ACTION	Medical Staff <sup>1</sup>	Ancillary <sup>2</sup> Medical Staff	Nursing Staff <sup>3</sup>	Pharmacy Staff	All Other Staff	TOTALS
<b><u>Formal discipline:</u></b>						
Discharges	9	2	24	0	16	51
Discharges of Probationers	0	4	5	0	6	15
Suspensions (6 - 30 Days)	2	10	38	4	17	71
Suspensions (1 - 5 Days)	7	6	20	1	13	47
Reprimands	5	1	20	2	11	39
Warnings	0	1	1	3	3	8
<b>Resignations in Lieu of Administrative Action</b>	18	9	26	6	7	66
<b>Release of Temporary Employee</b>	9	1	21	0	5	36
<b>Medical Release</b>	0	0	0	0	1	1
<b>Subtotal</b>	<b>50</b>	<b>34</b>	<b>155</b>	<b>16</b>	<b>79</b>	<b>334</b>

TYPE OF ADMINISTRATIVE ACTION	Medical Staff <sup>1</sup>	Ancillary <sup>2</sup> Medical Staff	Nursing Staff <sup>3</sup>	Pharmacy Staff	All Other Staff	TOTALS
<b>Non-Disciplinary <sup>4</sup> Corrective Actions</b>	22	8	31	43	26	130
<b>Total Actions Taken</b>	<b>72</b>	<b>42</b>	<b>186</b>	<b>59</b>	<b>105</b>	<b>464</b>

<sup>1</sup> Includes: Physician series; Physician's Assistant; and Nurse Practitioners

<sup>2</sup> Includes: Surgical Technicians; Medical Technologists; etc.

<sup>3</sup> Includes: Nurse series; Licensed Vocational Nurse; Nursing Attendant

<sup>4</sup> Includes: Counseling; Effective Notices to Correct Performance; Reassignments; etc.

**KDMC HUMAN RESOURCES / PERFORMANCE MANAGEMENT  
ADMINISTRATIVE ACTIONS STATUS REPORT – MEDICAL STAFF**  
Period: 01/26/04 – 10/13/05

Attachment II

Dated: October 13, 2005

TYPE OF ADMINISTRATIVE ACTION	Physician	Physician's Assistant	Nurse Practitioner	TOTALS
<u>Formal Discipline:</u>				
Discharges	7	2	0	9
Discharges of Probationers	0	0	0	0
Suspension (6 - 30 Days)	1	1	0	2
Suspension (1 - 5 Days)	5	2	0	7
Reprimands	4	1	0	5
Warnings	0	0	0	0
Resignations in Lieu of Administrative Action	16	1	1	18
Release of Temporary Employee	9	0	0	9
Medical Release	0	0	0	0
<b>Subtotal</b>	<b>42</b>	<b>7</b>	<b>1</b>	<b>50</b>

TYPE OF ADMINISTRATIVE ACTION	Physician	Physician's Assistant	Nurse Practitioner	TOTALS
Non-Disciplinary Corrective Actions	20	1	1	22
<b>Total of Action Taken</b>	<b>62</b>	<b>8</b>	<b>2</b>	<b>72</b>

## ORGANIZATIONAL DEVELOPMENT & TRAINING ACCOMPLISHMENTS

- Assumed temporary management of hospital human resources training unit operation.
- Completed training needs analysis of managerial and supervisory training needs to determine critical training gaps.
- Based on the training needs analysis, conducted 39 training sessions for 551 supervisors and managers. Prepared, administered, and analyzed pre/post tests and participant program evaluations for the training programs to evaluate and demonstrate participant learning and comply with JCAHO standards for evaluating training effectiveness.
- Developed and distributed, in collaboration with KDMC staff, a Hospital Orientation Review Handbook, designed to support JCAHO compliance and readiness. Development of the handbook included the creation of a post-test.
- Developed an abbreviated hospital orientation handbook designed for volunteers, high school students and per diem staff, which is JCAHO compliant.
- Developed a revision of the hospital-wide New Employee Orientation for county and non-county staff.
- Developed a series of seven "Do You Know..." bulletins, designed to reinforce various JCAHO related orientation information. Bulletins are distributed with successive paychecks. The first distribution was on September 30, 2005.
- Currently developing revisions to General Nursing Orientation Program in collaboration with the hospital Nursing Education Department. The revision of the program supports safe patient care delivery.
- Developed a central training tracking database to facilitate record retrieval, which generally reports on the percentage of new employees who have completed the mandatory Hospital-wide Orientation and individual employee training transcripts and certificates to be placed in employee personnel files.
- Currently developing a coaching program for Nurse Managers which focuses on effective communication and management behaviors.
- Drafted and submitted to the nursing directors a revision of the Staff Nurse performance evaluation instrument. The revised document is designed to explicitly describe the job of the staff nurse and the requirements for successful performance.